Idaho Industrial Commission

STRATEGIC PLAN



VISION

To be the premier administrator of workers' compensation and crime victims' programs in the nation.

MISSION

To impartially and efficiently administer the Idaho Workers' Compensation Law in a manner that ensures compliance with insurance requirements, prompt and accurate benefit payments, equitable judicial review and dispute resolution, and quality vocational rehabilitation services for injured workers.

To assist innocent victims of crime recover from the traumatic effects of crime by providing financial assistance and community education in accordance with state and federal law.

GUIDING PRINCIPLES

- Quality Customer Service
- Impartiality
- Accessible Services
- Ethical Practices and Behavior
- Cost Effective and Efficient Operations

KEY EXTERNAL FACTORS

- Economic conditions of Idaho's business industry can cause the Commission's revenues to rapidly increase or decrease requiring constant adjustments and changes in agency operations.
- Special interest groups representing the many facets of workers' compensation can significantly impact the functions of the Idaho Industrial Commission.
- Rapidly increasing population and urbanization, and expanding culturally diverse communities have resulted in a significantly greater need for Commission services.
- The escalating costs and complexity of medical services for workers' compensation injuries impacts the workers' compensation system and requires ongoing adjustment to the medical fee schedule administered by the Commission.
- The aging workforce has a two-prong impact on Commission operations: First, it requires the need for ongoing succession planning within the agency, and second, the older workforce is statistically more prone to incur more frequent and costly workers' compensation claims.
- Budgetary constraints proposed by the federal government can result in state and federal funding levels becoming insufficient to meet the increased demand for crime victim services.

ADJUDICATION DIVISION

MAJOR ACCOMPLISHMENTS FOR 2006:

- 1. Despite the increasing complexity of workers' compensation claims and the inherent difficulty in resolving these matters, the Adjudication Division & Commissioners maintained a forty-five (45) day average in reaching decisions.
- 2. The Mediation Program reached an all time high success rate of 94.7%.
- 3. A pamphlet for pro se workers' compensation litigants was developed and published to assist them through the legal process before the Commission.

GOAL #1:

To provide timely, equitable, and consistent resolution of disputes arising out of workers compensation, unemployment appeals, and crime victims' compensation cases.

Objectives:

- 1. To issue decisions within an average of forty (40) days following the date a case goes under advisement.
- 2. To successfully resolve ninety percent (90%) of mediated issues.
- 3. To issue ninety percent (90%) of decisions for upper-level unemployment insurance appeals within forty-five (45) days following receipt of the appeal.
- 4. Conduct at least one survey per year of claimants and other workers' compensation professionals involved in dispute processes to identify level of customer satisfaction.
- 5. Increase external customer satisfaction with adjudication process.
- 6. Increase external customer satisfaction with mediation process.

Performance Measures:

- · Monthly and annual review of case management reports.
- · Annual customer satisfaction survey.
- · Input from the Industrial Commission Advisory Committee.

GOAL #2:

Develop medical fee rules for pharmaceuticals and durable medical equipment.

Objectives:

- 1. Research other states and national studies regarding similar rules.
- 2. Establish time-line for rule development.
- 3. Initiate the rule making process.
- 4. Conduct public hearings on draft rule.

Performance Measures:

- · Successful passage of legislation.
- Input from Industrial Commission Advisory Committee and other interest groups.

COMPENSATION DIVISION

MAJOR ACCOMPLISHMENTS FOR 2006:

- 1. The Benefits Administration and IT departments initiated an automated invoice system for record searches/copies, reducing the time to create and send invoices by over 90%
- 2. The value of the Certified Idaho Workers' Compensation Specialist program continues to be felt statewide with the request to conduct five 3-day courses around the state. These courses trained 109 workers' compensation professionals in 2006.
- 3. The Human Resources Department developed a customized Medical Terminology Course for Industrial Commission employees, which was presented around the state by Boise State University instructors.
- 4. Through the efforts of Human Resources and Fiscal Departments, each manager was held accountable for planning, budgeting, and implementing training plans for their staff based on developmental objectives.
- 5. Fourteen (14) audits of self-insured employers were conducted to assure proper reporting of payroll, payment of premium tax, and deposit of securities. These efforts by the Fiscal Department netted the Commission an additional \$25,800 in premium tax for FY06.

- 6. Eliminated pecuniary gain exemption in the Workers' Compensation Law ensuring that employees of small churches and other charitable organizations are entitled to coverage under the Workers' Compensation Law.
- 7. Implemented an on-line Coverage Verification Service allowing Commission customers immediate access to employer policy information through the Commission's website.

GOAL#1

Improve exchange of information between internal and external customers.

Objectives:

- 1. Establish cooperative agreement with the Bureau of Occupational Licensing for referral investigation of contractors to determine compliance with the Idaho Contractor's Registration Act and the Idaho Workers' Compensation Law.
- 2. Enhance the Commission's role and responsibilities through user-friendly webpage.
- 3. Establish a link to NCCI's coverage verification service to provide online claims administrator information.
- 4. To develop an imaging system for Industrial Commission records.

Performance Measures:

- Faster and more efficient exchange between Industrial Commission and customers.
- · Direct input from customers.

GOAL #2

To enhance informational and educational opportunities for the public regarding the Workers' Compensation Law and programs within the Industrial Commission.

Objectives:

- 1. Conduct quarterly education and outreach seminars for Idaho employers in each region of the state in conjunction with Idaho Department of Commerce and Labor and the State Tax Commission.
- 2. To increase the offerings of the Certified Idaho Workers' Compensation Specialist class from five to six classes.

3. Conduct an annual workers' compensation seminar for workers' compensation professionals.

Performance Measures:

- · Review of training program evaluations.
- · Number of trainees impacted by training.

REHABILITATION DIVISION

MAJOR ACCOMPLISHMENTS FOR 2006:

- 1. Referrals for rehabilitation services increased ten percent (10%) over the previous fiscal year.
- 2. 1,480 injured workers successfully returned to gainful employment through the services of ICRD.
- 3. The regional managers met with the top referring sureties, employers, and physicians to obtain feedback on ICRD services, which were deemed as invaluable for the workers' compensation system in Idaho.
- 4. The Field Consultant Resource/Training manual was revised to assist consultants in reaching higher standards of excellence

As a neutral party, the Rehabilitation Division supports medical recovery while facilitating an early return to employment as close as possible to pre-injury status and wage.

5. Consultant training; statewide, regional, and individual, continues to contribute to the professional growth of the Rehabilitation Division.

GOAL #1:

Ensure that current eligibility for services criteria is meeting the needs of the referral sources.

Objectives:

- 1. Evaluate if mission statement is still appropriate for the services being provided and make necessary adjustments.
- 2. Establish criteria and standards for new status codes.
- 3. Provide training to staff on adjustments to eligibility criteria.

- Evaluation of annual statistics regarding referral numbers.
- Annual meetings with referral sources regarding their satisfaction with services.
- Annual performance review of cases to determine if cases are meeting eligibility criteria.

GOAL #2:

Decrease the time period from the date of injury to referral for ICRD services.

Objectives:

- 1. Increase community awareness of services.
- 2. Generate internal statistical data on workers' compensation cases with three or more months' time loss to assess if they are appropriate for Rehabilitation services.
- 3. Maximize communication of services on website and brochures sent to injured workers.

Performance Measures:

- · Evaluation of annual statistics regarding referral numbers.
- Annual meetings with referral sources regarding their satisfaction with services.

GOAL #3:

Provide effective services for non-English speaking clientele.

Objectives:

- 1. Review the number of non-English speaking clients by individual office to determine specific needs.
- 2. Identify community resources available to non-English speaking clients.
- 3. Conduct presentations to community groups that provide services to non-English workers to make them aware of our services.

- Establish statistical data that will help to determine numbers and nationality of clients served.
- Review monthly and annual statistics to determine if number of referrals is generated from community programs servicing non-English speaking clients.

CRIME VICTIMS' COMPENSATION PROGRAM

MAJOR ACCOMPLISHMENTS FOR 2006:

- 1. Worked cooperatively with the Idaho Legislature to amend the Crime Victims Compensation Act to provide for additional benefits for eligible victims who have exhausted their mental health benefits and who are experiencing extenuating circumstances that require additional mental health treatment.
- 2. Developed partnerships with several Family Justice Centers in multiple regions of the state to provide comprehensive, coordinated services to victims of child abuse and domestic violence.
- 3. Outreach and community education efforts helped to increase the number of sexual assault examination cases filed with the program by approximately 237%, and the number of applications filed with the program by approximately 43%.

Upon completion of fiscal year 2006, it is estimated that over 21,000 crime victims will have received services from the program, resulting in approximately \$26 million dollars in payments made on behalf of crime victims.

GOAL#1

Enhance and diversify funding streams creating a more secure overall funding mechanism to meet increased demand for services and to provide long term financial stability.

Objectives:

- 1. Increase state funding mechanism.
 - a. Increase fines on in-state criminal convictions to \$50 per misdemeanor, \$100 per felony and \$400 per sexual related offense. (Fiscal Year 2008)
 - b. Add \$5.00 surcharge on all citations written statewide. (Fiscal Year 2008)

- 2. Enhance recovery efforts.
 - a. Secure an additional Recovery Officer to meet growing recovery needs.
 - b. Develop and implement credit card collection activities.
 - c. Increase proactive collection actions from offenders, by garnishing wages and inmate accounts, and seizing assets. (Fiscal Year 2008)
 - d. Provide quarterly monitoring and collection on subrogation accounts. (Fiscal Year 2008)

- Successful passage of statute changes in the 2007 Legislative Session.
- · Evaluation of monthly and annual collections.

GOAL#2

To proactively administer the benefits available through the program in the most efficient, timely and customer friendly manner as possible.

Objectives:

- 1. Minimize processing time for requests for services offered through the program.
 - a. Enter incoming applications and supporting documentation within 10 days of receipt.
 - b. Minimize time needed to gather supporting documentation from law enforcement and prosecutors to less than 45 days from the date the application is received.
 - c. Complete eligibility review of applications within 30 days from the date that all supporting documents are received and within 90 days from the date the application was received.
 - d. Enter incoming claims information within 10 days from the date it was received.
 - e. Determine compensability of all claims within 30 days from the date all supporting documentation was received and within 120 days from the date the application was received.
 - f. Complete eligibility review and determine compensability of sexual assault

- forensic examination claims within 30 days from the date the application was received.
- g. Provide annual training to law enforcement, prosecutors, and treatment providers on program requirements to streamline data collection actions.
- 2. Provide proactive services to recipients to ensure utilization of services.
 - a. Contact eligible claimants to facilitate understanding of compensation benefits, to conduct a needs assessment and to make referrals to community resources within 30 days of the eligibility decision.
 - b. Contact all sexual assault exam only claimants to conduct a needs assessment and to make referrals to community resources within 30 days of the receipt of their application.
 - c. Provide annual training to law enforcement, prosecutors, and advocacy agencies on program requirements to increase awareness and facilitate access to compensation benefits.
 - d. Maintain a benefit utilization rate of 72%.
- 3. Utilize technology to streamline internal processes and promote productivity.
 - a. Develop and implement automated claims and case status notification system.
 - b. Automate evidence collection activities from law enforcement and prosecuting attorneys.
 - c. Gain access to automated collateral source status information from private insurance companies and government benefits agencies.
 - d. Gain access to statewide criminal justice system to monitor court proceedings for recovery efforts.

- · Review of monthly case management reports.
- · Claimant surveys to evaluate effectiveness of services.
- · Input from service providers and referral services.

GOAL#3

To respond effectively to the increase in demand for services from victims and the increase in demand for community education and awareness.

Objectives:

- 1. Enhance outreach activities and community presence.
 - a. Request a CVCP Supervisor position responsible for supervisory and outreach activities. (Fiscal Year 2008)
 - b. Establish regular CVCP resource hours in community justice centers. (Fiscal year 2008)
 - c. Standardize statewide training materials and presentations. (Fiscal Year 2008)
- 2. Identify alternate medias to promote community/public education opportunities.
 - a. Develop and publicize CVCP quarterly newsletter. (Fiscal Year 2008)
 - b. Develop public service announcements. (Fiscal Year 2008)
 - c. Redesign CVCP posters and distribute statewide. (Fiscal Year 2008)
 - d. Research and purchase new tabletop display and materials. (Fiscal Year 2008)

Performance Measures:

- Review of monthly and annual case management reports to evaluate timeliness of responding to request for services and other statistical data.
- Successful approval of new FTE.

